

# Program for Emerging Leaders



*PEL Meets with Nobel Laureate Thomas Schelling, Ph.D. during the 2010 Winter Workshop on  
"The Future of Extended Deterrence and the Role of U.S. Nuclear Weapons"*

CENTER FOR THE STUDY OF  
WEAPONS OF MASS DESTRUCTION  
NATIONAL DEFENSE UNIVERSITY

February 2014

# Briefing Overview

- What is the Program for Emerging Leaders?
- Program Details
- Program Activities
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- Final Thoughts
- More information about PEL members



*Some of PEL's Senior Mentors: Mr. Kenneth P. Rapuano; Ambassador Robert G. Joseph, Ph.D.; Dr. Susan Koch; and Ambassador Linton Brooks, National Defense University, Fort Lesley J. McNair, Washington, DC, June 2013*

# What is the Program for Emerging Leaders?

- PEL is three-year program created and run by NDU's Center for the Study of Weapons of Mass Destruction whose goal is to foster a community of rising US government leaders with the knowledge and skill-set to respond to the dangers of WMD.
- PEL addresses tasking from Joint Staff's J-8/Joint Requirements Office to NDU's WMD Center to: "facilitate interagency and DoD civilian education, administering and leading programs to strengthen the combating WMD community."
- Method:
  - Bring together individuals from across the government periodically over three years.
  - Provide a variety of activities to create an understanding of WMD threats to national security and the full range of means, processes, and organizations for addressing them.

*PEL aims to create a cadre of future leaders with the knowledge and skill-set to respond to the dangers of WMD.*

# Program Details: Membership

- Members: Early to mid-career USG employees (civilian GS 11-13's, military O-3's and O-4's)
- Selection: ~25 members selected each year
- Membership term: Three years with three classes running concurrently
- Graduate credit: Upon successful completion of required contact hours, reading, and writing assignments, members will receive six hours of National Defense University graduate school credit and an NDU Certificate in WMD Studies



*PEL Director, Dr. Margaret Sloane, addresses new PEL members at the 2013 Summer Immersion*

# Program Details: Calendar for Three-Year Program

- Week-long Summer Immersion (June of first year)
  - Seminars and lectures
  - Site visits
- Small-group activities (four or five times per year)
  - Day-long site visits
  - Leadership Dinners
  - Expert-led discussions
- Two-day Winter Workshop (annually)
  - Panel discussions on WMD issues
  - Lectures and small-group activities



*National Defense University's President, MG Gregg F. Martin, addresses the 2013 Winter Workshop*



# Program Activity: Summer Immersion

- Week-long instruction based at National Defense University
- Visits to key organizations, e.g., Pentagon, State Department, National Security Staff, Edgewood Chemical Biological Center
- Interaction with Senior Mentors
- Tabletop exercise
- Networking event



*Members of the sixth class of the Program for Emerging Leaders with Senior Mentors and WMD Center staff on the steps of Marshall Hall, National Defense University, Fort Lesley J. McNair, Washington, DC, June 2013*

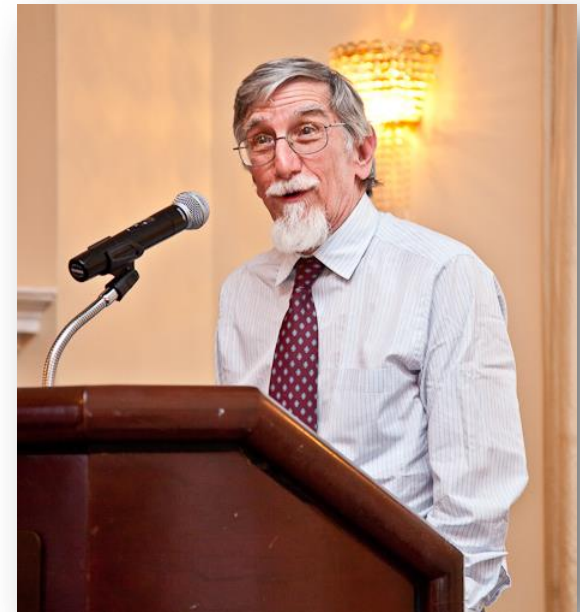
# Program Activity: Winter Workshop

- Two-day workshop at National Defense University to examine a specific topic closely
- Past topics include: Deterrence, North Korea, Iran, biological weapons, and chemical weapons
- Guest speakers and experts participate



*Left: Mr. Brian M. Jenkins, Senior Adviser to the RAND President, speaks about terrorism*

*Right: Dr. Robert Jervis, Adlai E. Stevenson Professor of International Affairs at Columbia University, was the keynote speaker at the 2012 Winter Workshop*



# Program Activity: Site Visits and Speakers

- Defense Threat Reduction Agency
- Department of Homeland Security
- U.S. Army 20<sup>th</sup> Support Command
- CIA Headquarters
- Oakridge National Research Lab
- Dr. William J. Perry,  
Former Secretary of Defense
- Dr. Thomas C. Schelling,  
Nobel Laureate
- Lt. Gen. Brent Scowcroft,  
Former National Security  
Advisor



*PEL members and staff visit the Defense Threat Reduction Agency in November 2013 with Senior Mentor Dr. Dave Franz, former Commander U.S. Army Medical Research Institute of Infectious Diseases*



## Program Activity: Leadership Dinners

- The inaugural Leadership Dinner was held in October 2012 with the Honorable Michèle A. Flournoy, former Under Secretary of Defense for Policy.
- Subsequent dinners have been held with VADM Robert S. Harward, Deputy Commander, U.S. Central Command, and Gen C. Robert Kehler, Commander, U.S. Strategic Command.
- This program is made possible by a generous gift from Mr. Rob Spring.



*PEL  
members  
with VADM  
Robert S.  
Harward,  
April 2013*

# Senior Mentors

- Professor Lisa Bronson, Esq. – currently a member of the National War College faculty; former Deputy Under Secretary of Defense for Technology Security Policy and Counterproliferation and former Director of the Defense Technology Security Administration.
- Ambassador Linton F. Brooks – former Under Secretary of Energy for Nuclear Security and Administrator, National Nuclear Security Administration; former Assistant Director of the U.S. Arms Control and Disarmament Agency; and former Director of Defense Programs and Arms Control on the National Security Council Staff.



*Professor  
Lisa  
Bronson  
explains her  
thinking at  
the end of  
the 2014  
Winter  
Workshop*

## Senior Mentors, cont.

- David R. Franz, D.V.M, Ph.D. – served in the U.S. Army Medical Research and Materiel Command for 23 of 27 years on active duty and retired as Colonel; former Commander of the U.S. Army Medical Research Institute of Infectious Diseases (USAMRIID) and former Deputy Commander of the Medical Research and Materiel Command.
- Ambassador Robert G. Joseph, Ph.D. – former Under Secretary of State for Arms Control and International Security; former Special Assistant to the President and Senior Director for Proliferation Strategy, Counterproliferation, and Homeland Defense.



*Ambassador Robert  
G. Joseph, Ph.D.,  
PEL Senior Mentor*

## Senior Mentors, cont.

- Dr. Susan Koch – former Senior Advisor to the Under Secretary of State for Arms Control and International Security; and former Director for Proliferation Strategy on the National Security Council Staff.
- Mr. Kenneth P. Rapuano – former Deputy Homeland Security Advisor to President George W. Bush; and former Deputy Under Secretary for Counter Terrorism, Department of Energy.



*Left: Dr. Susan Koch makes her observations at the end of the 2013 Winter Workshop*

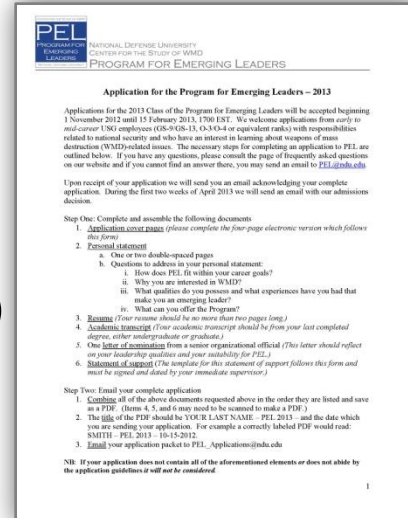
*Right: Mr. Kenneth P. Rapuano explains his point at the 2012 Summer Immersion*



# Application Requirements

- Eligibility requirements:
  - USG employees (GS-11 thru GS-13, O-3's and O-4's)
  - Minimum three years post-baccalaureate experience
  - Job responsibilities related to national security
  - Interest in learning about WMD and related policy issues
- Application: personal statement, resume, academic transcript, letter of nomination, and statement of support submitted through USAJobs
- Applications available in November, due in February, notification in April

*Demonstrated leadership potential within a candidate's organization is of paramount importance for selection.*

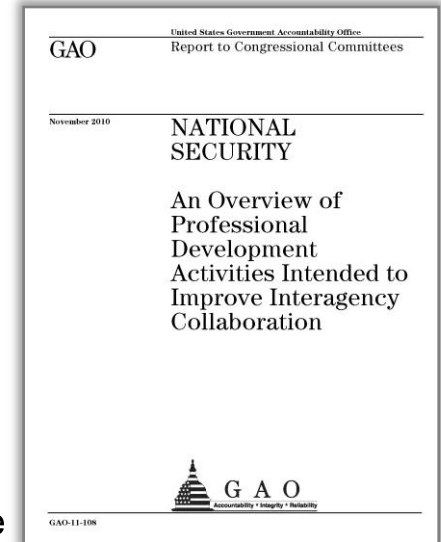




# Final Thoughts: GAO Recognition of PEL

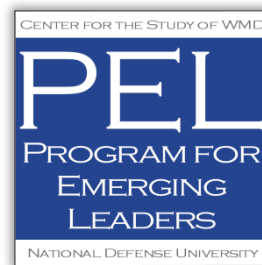
In its November 2010 Report to Congressional Committees, *National Security: An Overview of Professional Development Activities Intended to Improve Interagency Collaboration*, GAO noted,

- “In our review, DOD provided the majority of professional development activities. These included... leadership development programs with a national security focus, such as the Program for Emerging Leaders at the National Defense University's Center for the Study of Weapons of Mass Destruction.” (Page 11)
- “Of the 11 reported programs, 6 leadership development programs were open to and encouraged interagency participation. Two of these 6 – the Program for Emerging Leaders at NDU's Center for the Study of Weapons of Mass Destruction, and State's National Security Executive Leadership Seminar – intended to create an interagency cohort of leaders who can work together seamlessly on national security issues. For example, to promote a professional network among future U.S. government leaders in the field of weapons of mass destruction, NDU's Center for the Study of Weapons of mass Destruction offered Program for Emerging Leaders students a variety of ways to connect outside the classroom...” (Pages 25-6)



# Final Thoughts: Relationship with DoD and Interagency

Widespread acceptance by Department and Interagency leadership demonstrated by senior leaders making time to speak to members of the Program for Emerging Leaders and in correspondence to the WMD Center about the program





*Civilian and military members of the sixth class of the Program for Emerging Leaders, June 2013*

## MORE INFORMATION ABOUT MEMBERS IN PEL CLASSES 03 – 06

# Membership Breakdown: Current PEL Classes

	PEL 03 (2010-2013)	PEL 04 (2011-2014)	PEL 05 (2012-2015)	PEL 06 (2013-2016)
Number of members	32	32	27	24
Total uniformed	16 (50%)	13 (41%)	14 (52%)	11 (46%)
Civilians	16 (50%)	19 (59%)	13 (48%)	13 (54%)
DOD	20	20	20	14
Non-DOD	12	12	7	10
Male	21 (66%)	20 (62%)	20 (74%)	17 (71%)
Female	11 (34%)	12 (38%)	7 (26%)	7 (29%)

# Membership Breakdown: Uniformed Military

	<b>PEL 03 (2010-2013)</b>	<b>PEL 04 (2011-2014)</b>	<b>PEL 05 (2012-2015)</b>	<b>PEL 06 (2013-2016)</b>
USA	3	3	3	4
USAF	11	7	6	3
USMC	0	1	1	2
USN	1	2	3	2
USCG	1	0	1	0